



# MDP

MANAGEMENT DEVELOPMENT  
PROGRAMME

**PART ONE**

11-15 MARCH 2024



**Gestores de Golf**  
GGP - Associação de Gestores de Golf de Portugal

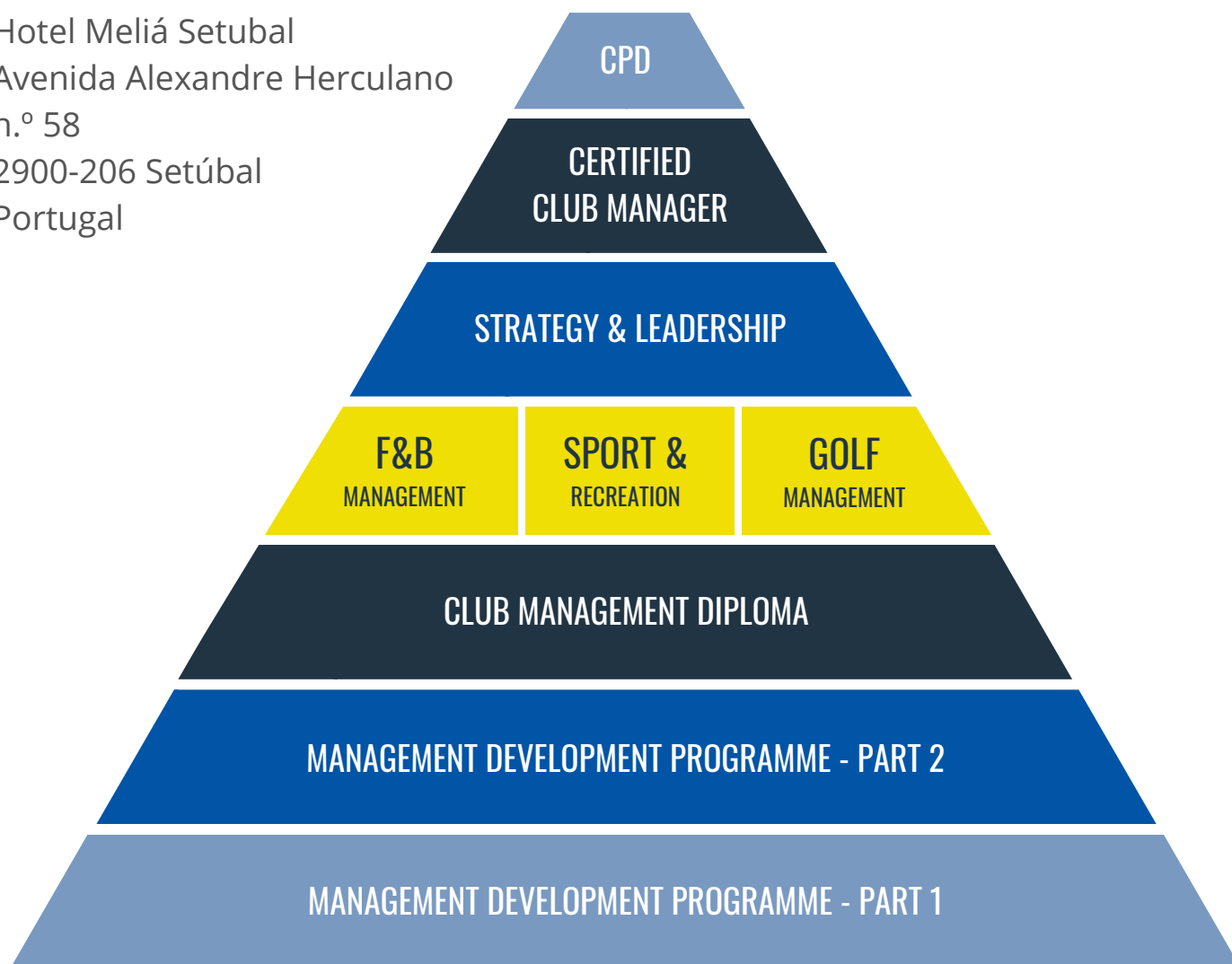
## COURSE DATES

### PART ONE

11-15 March 2024

## VENUE

Hotel Meliá Setubal  
Avenida Alexandre Herculano  
n.º 58  
2900-206 Setúbal  
Portugal



These courses form the first building blocks for those who wish to work towards taking their CCM exam.

Full details can be found by following the link below:  
[www.cmaeurope.org/education/mdp](http://www.cmaeurope.org/education/mdp)



# OVERVIEW OF PART ONE

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In these challenging economic times Club Managers are under greater pressure than ever from their committees, owners and members to create and implement business strategies that guarantee the continued success of their clubs.

Club Secretaries/Managers invariably come into the industry with some strong skills sets brought with them from a previous career, and this comprehensive training programme can now supplement these in each of the core competency areas of the modern club manager:

- **CLUB GOVERNANCE**
- **ACCOUNTING, FINANCE AND DATA ANALYTICS**
- **STRATEGY & LEADERSHIP**
- **GOLF, SPORTS, RECREATION AND WELLNESS**
- **FACILITIES MANAGEMENT**
- **MEMBERSHIP & MARKETING**
- **HUMAN RESOURCES & PROFESSIONAL RESOURCES**
- **INTERPERSONAL SKILLS**
- **FOOD AND BEVERAGE MANAGEMENT**
- **STATUTORY COMPLIANCE**
- **INFORMATION TECHNOLOGY**

## PART 1

Part 1 is a week long course targeted in particular towards those managers who are either new to a post, recently appointed or simply want to enhance their knowledge so that they may better serve their club committee, owners and members. At the end of the week, those taking the course will have an excellent grasp of the basics in every area of club business, and will have established a valuable network of support for their career in this industry.

### **CLUB GOVERNANCE**

The structure, the process and the politics. You will explore best practice in this area and discover the common traits of the most effective volunteer committees.

### **MARKETING IN CLUBS**

Gone are the days when a club could afford to ignore the opportunities presented by effective marketing campaigns. Whether your club is aiming to recruit members or attract visitors, this course will give you the basics of that plan, considering current trends, modern social media and the use of demographic tools.

### **STATUTORY COMPLIANCE & RISK MANAGEMENT**

To help you sleep peacefully at night you need to know that you have all the basics covered with regard to Health & Safety, Employment Law and many other legal hurdles facing your club. Experts, familiar with private clubs in each of these areas of law, will be on hand to give you the knowledge that will help keep you and your Club out of court.

### **FOOD & BEVERAGE BASICS**

Whether your operation is in house or outsourced, there is far more Member focus on this area of the business than ever before. Gaining knowledge of stock control, menu construction, bar set up and industry standards will enable you as a modern manager to balance the conflicting demands of delivering great food and beverage with achievable financial results.

### **INTRODUCTION TO CLUB ACCOUNTING AND BUDGETING**

Financial Management is the most common competency area to trip up a Club Manager. This session will begin to build your knowledge, credibility and most importantly confidence so that you are better prepared to handle financial statements such as the profit & loss, balance sheet and budgets.

### **THE IMPORTANCE OF SERVICE IN CLUBS**

In this competitive environment there is always a competitor willing to look after your customers. You will learn how to guide your staff so that they react correctly to the many opportunities they have to impress a customer each year, and to remind members why they should renew their subscription for the following year.

### **MANAGEMENT & DELEGATION**

There is only one of you, so how can you create a supportive environment to help manage change in your club? You will learn what are the do's and don'ts of effective delegation in a club.

### **EFFECTIVE STAFF MANAGEMENT IN A CLUB**

Managing staff in a club environment is especially challenging but is the key to high performance & member satisfaction. You will learn sound HR principles and management skills to support you in this goal.

### **THE BASICS OF STRATEGIC PLANNING**

Without a plan your club can spend many hours and many pounds heading in the wrong direction. This course will help you start the process of plotting the best way forward for your club so that your management team and committee are pulling in the same direction.

### **FACILITY MAINTENANCE**

Often overlooked until it is too late, your facilities need to reflect the short and long term aspirations of your club, taking into account customer demand, safety, legal requirements, financial restraints and many other factors. Learn to plan for the future through a combination of maintenance and capital investment programmes.

### **EFFECTIVE MEMBER COMMUNICATIONS**

Members demand up to date, well written and appropriate communication, which will consume much of the club managers daily life. You will be given techniques to best manage this part of your job in the context of a modern club utilising modern technology.

### **CAREER DEVELOPMENT & PROFESSIONALISM**

We are lucky to work in places where our customers choose to spend their leisure time, but despite that fact, job satisfaction can be hard to find. We will establish how to obtain the correct training and focus to cement the trust of your committee and your members.



# HOTEL MELIÁ SETUBAL

VENUE

<https://www.meliasetubal.com>

Meliá Setúbal is a 4-star hotel located in the city center with a privileged view over Bonfim Garden's and next to the stadium with the same name.

The hotel was recently renovated, with the entire interior having been modernized and value-added services created, creating a central point that allows offering all comfort and functionality to both leisure and business customers.

The modern Meliá Setúbal has a restaurant with a menu rich in Portuguese cuisine and local products, where you can taste the wines of the region, including Moscatel. Take advantage of the El Spa & Health club, where you can find the perfect atmosphere to relax in our indoor pool, sauna, jacuzzi and turkish bath or you can take advantage of the gym to work out. The modern rooms receive ample natural light and are equipped with a TV, Wi-Fi, air conditioning and a minibar. The hotel also has meeting rooms with natural light, an excellent restaurant and bar.



# TESTIMONIALS

"MDP Part 1 is set out in a way in which delegates can interact with one and other sharing ideas and experiences which are usually applicable to your specific club. The speakers CMAE use are fantastic with vast amounts of knowledge in their specific sector. Over the course of the week I learned many great take home points and made friends for life, whom I will be continuing my development pathway with in the future. I cannot recommend this highly enough." - **Dale Corrin, Assistant Manager, Stanton on the Wolds Golf Club**

"I didn't really know what to expect when embarking on MDP1, but what I can say is that it blew my mind. The content was fantastic, the speakers and educators where the best in their field and provided me with a real desire to go back to my club and make a difference. Sharing experiences with other managers was the best part. To share real life experiences and build a network of like-minded people was really uplifting and it has started to change the way that I approach my own job, for the better. A week I'll never forget, can't wait for MDP 2! - **Aaron Bullock, Corporate Manager, Remedy Oak Golf Club**

"The CMAE program is an eye opening experience, the breadth of information and the quality of presenters are second to none. The courses are must for any club manager looking to expand their knowledge". - **James Brockington, Golf Operations Manager, Henley Golf Club**

"MDP1 was a fantastic experience, learning and networking with a great bunch of like-minded professionals all looking to enhance career and professional development. All of the speakers were very passionate and gave a great insight into all aspects of club management. A full-on week of learning, which increased my knowledge and has given me invaluable connections for my future within the Golf industry. I would definitely recommend to any manager looking to further their career" - **Richard Johnstone, Course Manager, Nairn Dunbar Golf Links**

# PRESENTERS

The MDP pathway has been designed by the club industry for the club industry. The curriculum is delivered by external specialists with a history of working in the club industry and experienced qualified Club Managers.

Bill Sanderson	Business Consultant	bill@thebusinessperformancecoach.com
Steuart Fotheringham	Alps Consultancy	steuart@alpsconsultancy.co.uk
Torbjorn Johansson	CMAE	torbjorn.johansson@cmaeurope.org
Michael Braidwood CCM	Bruntsfield Links	CEO@bruntsfieldlinks.co.uk
Darshan Singh	MTI Consulting	Darshan@mtiworldwide.com

*Presenters subject to availability*

# PRICE

Course	Dates	Full Rate	CMAE rate	PEP Rate
Part 1	11-15 March 2024	€2650	€2150	€2400

## CANCELLATIONS AND AMENDMENTS TO BOOKINGS

- All requests for cancellations and/or transfers must be received in writing.
- Changes will become effective on the date of written confirmation being received.
- The appropriate cancellation charge will be applied to the cost of your booking, as shown below.
- Any extenuating circumstances will be considered, at CMAE's discretion.

CALENDAR DAYS NOTICE BEFORE THE START DATE OF THE COURSE	REFUND APPLICABLE
60 calendar days or more	Full refund minus a £30 plus VAT administration fee
Between 30 and 59 calendar days (inclusive)	50% refund minus a £30 plus VAT administration fee
Between 0 and 29 calendar days (inclusive)	No refund will be given
Failure to attend	Treated as late cancellation and no refund given

- In the event that an individual named on the booking form cannot attend, we will accept substitution of another delegate on the condition that written notification of the substitution has been received by us prior to the course date and an administration fee of £30 plus VAT has been paid.
- If the individual named on the booking form is unable to attend, and cannot or does not wish to transfer their place to another individual, then a part of the fee paid (after deduction of any relevant cancellation fee) may be accepted as payment towards a place on the same or another course that takes place within 12 months following the originally booked event.



# BOOKING FORM



**NAME:** (block capitals please)

**CLUB:** (block capitals please)

**POSITION AT CLUB:**

**PHONE NUMBER FOR WHATSAPP:**

**E-MAIL:**

**PLEASE SELECT ONE OF THE FOLLOWING OPTIONS**

☐

**MDP PART ONE**

11-15 March 2024

**PLEASE SELECT RELEVANT PRICE OPTION:**

☐

**FULL RATE €2650** (FOR NON-MEMBERS)

Includes course, accommodation, CMAE membership, VAT & all course materials

☐

**CMAE RATE €2150** (FOR CMAE MEMBERS / MEMBERS OF OUR ALLIANCE PARTNERS)

Includes course, accommodation & all course materials

☐

**PEP RATE €2400** (FOR MEMBERS OF OUR PREFERRED EDUCATION PARTNERS)

Includes course, accommodation & all course materials

☐

**SUNDAY NIGHT ACCOMMODATION SUPPLEMENT - €80**

Please tick this if you require accommodation on the Sunday night

**PLEASE SELECT PAYMENT METHOD:**

☐

**BANK TRANSFER**

☐

**CREDIT / DEBIT CARD**

**Please read the information on cancellations and amendments on previous page.**

**PLEASE RETURN BOOKING FORMS TO:**

office@cmaeurope.org

# RULES OF ATTENDANCE

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When attending a Management Development Programme for CMAE there is a demand of being present in the room during the 5-day programme. A delegate needs to attend each session in order to get credits for the entire week.

## **Expected circumstances**

If a delegate knows that he/she will be away for any reason during the week (more than 1 minute), he/she needs to inform the facilitator before starting the course on day 1. It could be communicated with the CMAE office and in certain cases rules could be agreed upon between CMAE and the delegate to make up for the lost time due to the expected circumstances. More than 60 minutes will be dealt by on individual basis depending on what day of the week and the content of that day. Decision will lie with Director of Education.

## **Unexpected circumstances**

As problems/issues can happen during 5 days (or before and after), the delegate might have unexpected circumstances with health issues, transport or family problems that must be dealt with. In those occasions, MDP facilitator will be responsible to make a plan together with the delegate to solve any issues that might occur from this unexpected issue.

## **Leaving early / Arriving late**

CMAE is running a 5-day-programme and you are expected to attend from start to finish. The delegate must look at the starting time as well as the finishing time and is not allowed to leave early (or arrive late) because of then disturbing the education and all delegates on the course. If something is planned – see “Expected circumstances”. Travel problems – see “Unexpected circumstances”.

## **Consequences of not attending**

If for any reason not communicated before or see “unexpected circumstances” the delegate misses more than 60 minutes of the content, he/she will not get the certificate for the week.